

# A COOL MILLION



## *'Not firing on all cylinders'*

**The CEO had a 'gut feeling' that his procurement team weren't 'firing on all cylinders' and were way off their goal of being the 'best of the best' at managing their supply chain. The problem was how to turn a 'gut feeling' into something tangible in an area of their business that was a bit of a 'back water'. We worked with the team to save over £1m at a tenth of the cost quoted by a big four consultancy. How did we do this you ask? Read on ...**

## THE BACKSTORY:

The client is a contractor digging roads, laying pipes, and installing telecom towers. The CEO and his team were finalising a business improvement programme and were in the process of engaging a big four consulting firm to conduct a project within their procurement department. As an alternative we were asked to come up with our view of what needed doing. We worked with their existing team and came up with a plan of attack at a tenth of the cost, a third of the time with an extra 15% in savings. The top team told us to get on with it and so we then set up a procurement development project team from within. We changed the structure, updated the processes, and carried out a programme of quick wins.

## THE PROBLEM:

To update an out of date and down-trodden procurement team quicker, cheaper and better than a world-renowned consulting firm 're-lighting the fire' with internal staff along the way and leading them to deliver over £1m in net savings.

## THE SOLUTION:

We worked closely with the existing team, encouraging them to work out the answers themselves using our benchmarks, our processes and examples from other clients, guiding and challenging them along the way. We also rolled our sleeves up and delivered many of the initial projects to establish some momentum and lead by example.

## THE OUTCOME:

Most of the team responded brilliantly to the challenge quickly becoming shining stars of the programme. Some of the team needed to leave whilst we also recruited some new people managing the changes closely on behalf of the client. The projects were all delivered on time, most beating initial targets with an overall saving after project costs of over £1m per year.

## THE REVIEW:

The idea of 're-lighting the fire' of the existing team worked fantastically well and the top team were 'blown away' at the change in approach and attitude of a team previously seen as being blockers and very negative. We did though, underestimate how much time and effort would be needed to handle the restructure whilst running projects in parallel but that was easily fixed once we realised. The client loved this approach so much we made it a standard part of our method from then on.



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### ACTIVA

25 St Hildas Terrace, Whitby, North Yorkshire, UK, YO213AE  
Email: [andy@activauk.com](mailto:andy@activauk.com) Telephone: +44 (0) 7540 233 055  
[www.activauk.com](http://www.activauk.com)